

# Strategic Intelligence and its Impact on Development of Tourist Guide: An Analytical Study for Opinions of a Sample of Managers at Travel and Tourism Companies in City of Baghdad

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## ABSTRACT

Both of researchers aim through the research to clarify the relationship between Strategic Intelligence and its impact on Development of Tour Guide , invest research in the tourism companies active in the tourism sector to show the added value achieved by the tour guide in the companies surveyed, and to identify the extent to which the criteria for developing the skills of the tour guide are implemented by the surveyed community, The researchers started with a major problem represented by the limited ability of these companies to provide long-term plans for the development of their tour guides, and the research came to determine the relationship and impact between strategic intelligence as an independent variable and its impact on the development of the tour guide as a dependent variable. Research and answering questions and testing the validity of hypotheses, the analytical descriptive approach was adopted as a scientific methodology in the current research, and the research was adopted on the basis of (questionnaire), which is the main tool for data collection and personal interviews, so the research included analyzing the opinions of a sample of some company managers Tourism and travel in the city of Baghdad by (210) a questionnaire distributed to all directors of tourism companies, and the use of a set of statistical measures and methods. Partnership and strategic alliances.

**Keywords:** *Strategic Intelligence; Tourist Guide; Tourism Companies*

## THE FIRST TOPIC: RESEARCH METHODOLOGY

**First... Problem of Research:** Despite the importance of strategic intelligence in developing the tour guide of the travel and tourism companies, we noticed that there is no serious direction by the Iraqi tourism companies' managements with that effect and the resulting undesirable cases if that effect is negative on the environment of these companies, which may cause high turmoil when activating strategic intelligence. And survival, and perhaps strategic intelligence, and the tour guide are among the important means and areas that are not seen as mere means used by management to improve organizational performance, but have become essential factors in the survival of companies, and their confrontation of the multiple and different challenges posed by the internal and external environment. In light of the facts presented, the necessity requires research to know the impact of strategic intelligence to bring about change and development in the performance of the tour guide who deals with these companies, and accordingly, the researchers seek through the current research to raise some of the following questions and then answer them later?

1. To what extent do the human resources in the tourism companies under study understand the concept of strategic intelligence and the elements of its application?

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2. What are the elements of developing the performance of the tour guide in the tourism companies under study?
3. Is it possible to develop the strategic intelligence of tourism companies to provide long-term development plans?

**Secondly... Importance of research:**

1. Tour guide is topic of hour in tourism companies, which guarantees them to provide excellent service to the guests, so this research is concerned with covering the broad aspects of its concepts, knowledge and application of the tour guide.
2. Directing the owners of the surveyed companies to the need to use strategic intelligence to develop the performance of the tour guide and face the challenges surrounding the internal and external environment to contribute to the development of skills and improve the level of performance in those companies.

**Third... Objectives of Research:**

1. Investing research in tourism companies active in the tourism sector to show the added value achieved by the tour guide in the companies surveyed.
2. Evaluation of the strategic diagnosis process of the companies surveyed.
3. Employing strategic intelligence applications in the development of tourist guides in the companies surveyed.

**Fourth: Hypotheses:**

**The main hypothesis:** There is a statistically significant effect of the dimensions of strategic intelligence combined (foresight, future vision, systems logic thinking, motivation and motivation, partnership, alliances and strategy) on the development of the tourist guide and its dimensions (communication skills, language skills, knowledge skills, cultural skills, social skills), according to the following sub-hypotheses:

1. dimensions of strategic intelligence combined have a significant effect on communication skills.
2. dimensions of strategic intelligence combined have a significant effect on language skills.
3. dimensions of strategic intelligence combined have a significant effect on knowledge skills.
4. dimensions of strategic intelligence combined have a significant effect on cultural skills.
5. dimensions of strategic intelligence combined have a significant effect on social skills.

**Fifth... Society and its Sample:**

Researchers adopted the travel and tourism companies in the city of Baghdad as a place to apply the current research, which numbered (535) companies in both sides of Rusafa and Karkh after their complete inventory, represented by (the managing director, tourist delegates, and tourist guides). Table (1):

**Table (1): SAMPLE**

| Sample | Details | Notes                           |
|--------|---------|---------------------------------|
| 224    | 535     | Society                         |
| 224    |         | Questionnaires were distributed |
| 215    |         | Retrieved                       |
| 210    |         | Suitable for analysis           |

| 210  |     | Sample            |
|------|-----|-------------------|
| 0.24 | 50  | Managing Director |
| 0.34 | 71  | Tourist delegate  |
| 0.42 | 89  | Tourist Guide     |
| 100% | 210 | Total             |

### Sixth... Methodology:

The researchers adopted the analytical descriptive approach, as it is compatible with current research trends based on surveying the opinions of the research community.

## THE SECOND TOPIC...THE THEORETICAL FRAMEWORK FOR STRATEGIC INTELLIGENCE

### First... The concept of strategic intelligence:

Strategic intelligence in the modern economy has become an indispensable task for increasing competitiveness and developing organizations. Strategic intelligence provides decision makers with an ammunition of methods, tools, and best practices for these three areas to accomplish the organization's work and objectives (1). From the point of view of both (2), the concept of strategic intelligence is the same as the concept of business intelligence. In order for organizations to maintain their leadership role. He believes (3) that strategic intelligence represents the main support in the strategic management of organizations, especially with regard to studying and analyzing the environment and its reliance on accurate and timely information about environmental variables, to enable decision-makers to make the right decision. In the same context, he explained, (4) It is possible to note that strategic intelligence can support strategic management, especially by contributing to the collection, analysis and distribution of information. Therefore, strategic intelligence is an application used by organizations for social cognition to gain a strategic advantage and the ability to anticipate and anticipate the behavior of competitors. (5), so strategic intelligence is the ability to recognize information, locate and analyze it, and link it to the organization's goal and make it logical.

(6), strategic intelligence is what the organization must learn from its business environment in order to gain an understanding of its current operations, predict and manage future changes, adopt appropriate strategies to create customer value and develop profitability at the present time, and enter new markets (7), so it consists of knowledge and intelligence, which enables organizations to gain a competitive advantage and maintain continuous innovation for long-term survival and development (8). In light of the foregoing, it is possible to share that strategic intelligence is used to develop job performance because job performance is considered the means that motivates senior management to follow up on those who carry out duties and responsibilities on an ongoing basis, in addition to pushing workers to work seriously, efficiently and effectively (9).

### Second... Dimensions of strategic intelligence:

1- Foresight: There are many ways in which organizations can explore the future. The future aspects can be generated and built through the perspective that says "from the present to the future or from the future to the present."(10), Foresight has been defined as the ability to identify a variety of societal, economic and political trends and to anticipate new opportunities and threats that may redefine the work of organizations (11), "So foresight is not only related to the application of current principles of work, but rather the application of different methods, so leaders are eager to With the ability to foresee to find different ways to look into the future, the main leadership tasks are to anticipate the future and focus on the vision (12), so foresight is the means to respond to change or anticipate it before it occurs. (13)

2- Future vision: The future vision represents the perceptions, expectations and aspirations that the organization aspires to be. It reflects the future vision that the organization wants to reach. He indicated (14), that the future vision represents a state of prediction to form a specific picture of future conditions or events related to a specific framework or context, and it is a process that goes beyond just looking beyond events to also include understanding and perception (15). Therefore, the future vision is the ability to build a design for the organization in the form of a social system that is capable of developing and building a real strategy. Locating competing organizations and making effective and correct decisions about them (16).

3- Systems thinking: Systems thinking is the ability to collect and integrate the various elements within the organization and understand how they interact and how they can be made in line with achieving the goals of the organization. Many managers and leaders are trying to succeed in a way that does not conflict with the thinking of different systems within the organization, but rather they work to integrate them with a unified systemic thinking, (17) Thinking in terms of systems logic embodies the ability to integrate or synthesize different elements for the purpose of analyzing them and understanding how they interact. To form a system and a clear picture regarding the things that are dealt with, and it also represents the ability to integrate and integrate the various and different elements for the purpose of understanding how they interact with each other in order to achieve the goals of the organization, so that all parts are studied separately and their relationship with each other is explained, and then evaluated from As its success in serving the goals of the system (18).

4- Motivation and Motivation: The role of leaders is represented in understanding the needs, personal motives, and values of the working individuals to participate in the accomplishment of the work by stimulating their internal motivation. Understanding and knowing how to move the internal motivation is essential for successful leaders, since they have the ability to create ideas for smart motivation, which consists From a combination of understanding personality types and building a motivational culture with reliance on various internal and external elements. Smart motivational tools (personal intelligence, extrinsic motivational motives, intrinsic and organizational philosophy) help leaders expand cooperation in order to achieve change (19), He explained, the leader who enjoys strategic intelligence understands what motivates working individuals (20), and on the other hand, the narcissism of leaders that involves hostility and the creation of a bad organizational climate leads to organizational cynicism of employees, which leads them to take a negative attitude towards the organization and default In their work (21), the results of studies conducted by some writers and researchers supported the positive impact of the motivational language of leaders on the organizational commitment of employees (22). So, he knew that motivation and motivation represent the process of managing, directing and maintaining human behavior to achieve a specific goal, and this ability is reflected in the organization's policies that it adopts in pushing its human resources towards exerting the maximum possible effort to carry out their tasks, and investing that in achieving many competitive advantages in the way that It helps it outperform its competitors (23).

5- Partnership and strategic alliances: The partnership is represented in the ability to establish strategic alliances with organizations. People who possess emotional intelligence are able to establish friendships with others. As for those who have strategic intelligence, they work to form alliances with one or more organizations in order to develop a joint work project, provided that it is required All organizations involved with their resources (24). The partnership is a logical means that occurs between companies or organizations that realize the strategic advantage of work, and the business partnership is "the development of successful and long-term strategic relationships between customers and suppliers, on the basis of achieving best practices and achieving sustainable competitive advantage (25), and the partnership is A strategic alliance and agreement that requires two or more organizations to share their resources to develop a joint business project and invest in business opportunities (26).

### **THE THIRD TOPIC... THE INTELLECTUAL FOUNDATIONS OF THE TOUR GUIDE**

**First... The concept of the tour guide:** The tour guide represents the main player on the front line in the tourism industry, as his knowledge and interpretive ability about the culture and landmarks of tourist destinations in a country is considered one of the most important factors for the success of the tourist's tourist trip (27). Therefore, the concept of a tour guide is one of the concepts that has become more profound in the tourism industry, due to the interest in tourist destinations, and the consideration that it is necessary to deepen the tourist's knowledge of the places he visits, in addition to the fact that the tour guide represents the front face of tourism, (28). In another context, it can be pointed out that the concept of the tour guide came as a result of the contribution of some different sciences in shaping the

profession of guidance. Psychology helped to understand the soul and human behavior, its growth and development, sociology helped to know the concept of community building, and anthropology contributed to understanding culture and its difference according to time. And the place (29), so the concept of a tour guide did not appear in the writings of travelers except in the seventeenth century during the reign of Caliph Muhammad Ali and his successors, as knights used to accompany tourists on their trips, until the concept was later replaced by a tour guide (30). The tourist guide is represented by the person who has an official status by those in charge of the tourist trip to accompany a group of guests to guide them and help them solve problems they face in the place of tourist destination, and is considered the main source of information for the guests of the trip, and he has the ability and ability to manage tourism programs and provide everything that achieves The objectives of the trip are professional, in exchange for a specific fee and for a limited period (31), so they represent the vital link between destinations and tourists (32), and the tour guide can also be considered as the person who has the ability to bring pleasure to the groups And the success of the tourist trip through what he provides them with accurate and interesting instructions and information about the various archaeological, historical, religious and natural tourist attractions, museums and exhibitions for a specific fee and for a specific period, and to have the ability to draw a positive mental image of the tourist about the tourist destination in order to repeat or return the trip Tourism (33), so the tour guide is considered to be that individual who is in direct contact with tourists and who is often keen to influence their perceptions and experience of a particular destination (34).

### **Second... Dimensions of the tour guide:**

1/ Communication skills: Recent studies have proven that the acquisition of communication skill is a necessity of life, if one of the factors of professional success for a tour guide is communication. (35). A guide who possesses communication skill along with other scientific, professional and practical skills will achieve great success in his work (36). Therefore, communication skill is one of the basic skills of the tour guide that he must learn. If the tourist is unable to understand what the tour guide says at the time Communication will be ineffective (37) Communication represents the process of exchanging ideas, information and opinions between the tour guide and the tourist (between the sender and the receiver) through the medium (language) with the aim of influencing or persuading (38).

2/ Linguistic skills: The tour guide must have the ability to understand words and phrases and be accurate in verbal performance in order to be able to understand the ideas of others and express them verbally. The linguistic skill enables him to accomplish his tasks in a specific manner and with extreme accuracy (39). In addition, linguistic skill and its interpretation of what the tour guide offers to tourists is a form of mediation between different cultures, such as “translating” unknown and unfamiliar issues in the culture of the destination into a “language” or “cultural language” familiar to tourists, such as reviving a place or phenomenon. Or an event or artwork in an understandable and convincing way to transfer tourists from the intellectual point of view to the field of the unknown to the field of knowledge (40). Therefore, the guide must be able to use words fluently and clearly, and avoid complex and difficult words that the tourist cannot understand or interpret, as well as avoid words that carry more than one interpretation or meaning, taking into account the tourists and their diverse and different cultural backgrounds (41).

3/ Knowledge skills: It represents the skill associated with the application of knowledge, which should be a priority for the tour guide. Knowledge is acquired through accumulated work experience, as well as continuous education that comes through practice, experience and application (42). Knowledge is learning to acquire the skill in presenting ideas, as well as learning about the experiences of others (43), so the tour guide must know the different cultures, customs and traditions and has experience in knowing the desires and tendencies of tourists so that he can in turn meet them, and be aware of the places that tourists desire In visiting it, leading them to it, and introducing them to the national tourism product, and this is part of his activity (44).

4/ Cultural skill: This skill includes knowledge of the different cultures and customs of countries, and the tour guide must possess this skill in order to be able to deal with different tourists and make the tourist trip a success (45), and many writers and researchers mentioned that the cultural skills of the tour guide include perception , insight, appreciation, fluency, adaptation, experience, competence, awareness, intelligence, and cultural understanding (46) The cultural skills of the tour guide refer to the information he possesses and the huge amount of methods he follows in his work during the trip. Tourism, which includes information about other countries and the country to which he belongs, these skills contribute greatly to the interpretation of tourist behavior (47), the tourist behaves in a different way when he is in a country other than his own, but the cultural skills that the tour guide possesses It directs the actions of tourists and enables them to deal with the local community according to their customs and traditions, as well as the

tourist must possess the skill of understanding the extent of the tourist's liberation from the local culture and its reflection in his tourist behavior. (48).

5/ Social skill: It is the ability to understand the behavior of tourists and possess the skill of the art of dealing with them at their various levels and minds. Social communication skills are a skill that enables a person to interact and communicate with others, and through them social norms and traditions appear in the form of verbal and non-verbal images. (49), and this skill is considered one of the most important skills that a tour guide must possess, as it forms the backbone of the success of the tourist trip, because leading tourist groups requires the art of dealing with tourists and that the tour guide be as familiar as possible with human behavior and its nature (50). Social skills represent the ability to interact with others in the social environment in ways that are considered socially acceptable or valuable, and at the same time they are beneficial to the individual and to those who deal with him and benefit others in general" (51). Therefore, the tour guide requires him to pay attention to social sustainability. And cultural for the tourist, which means the quality of life in the tourist destination that depends on economic well-being and the health and vitality of social and cultural systems (52).

#### **THE FOURTH TOPIC: THE APPLIED SIDE**

##### **Analyzing and diagnosing research variables and testing research hypotheses according to descriptive statistical methods**

Through this research, the two researchers aim to document the results of the statistical analysis of the data obtained by the research, by surveying the opinions of a sample consisting of (210) individuals from travel and tourism companies in the city of Baghdad, about the research variables (strategic intelligence, tourist guide) and their dimensions, by employing methods and appropriate statistical measures.

##### **First: The validity of the research measurement tool:**

The researchers used the ready-made measures from previous studies of the variables, as the scale of the study (Farah, 18:2020) was adopted as a scale quoted for the independent variable (strategic intelligence) and through (20) paragraphs for the research, represented by five dimensions (foreseeing, future vision, thinking in the logic of systems, motivation motivation, partnership and strategic alliances), and as for the dependent variable (tour guide), the researchers designed a special measure for the skills of the tour guide, due to the absence of a previous measure according to the limits of the knowledge of the researchers and the lack of studies on the subject, and through the dependent variable with (20) items for five skills represented by ( communication skills, language skills, knowledge skills, cultural skills, social skills), and in order to ensure the validity of the questionnaire to measure the main research variables, it was subjected to the following statistical tests:

##### **1/ Test the stability of the resolution:**

The validity and reliability are among the necessary tests for building the questionnaire, as it is divided into the following:

(1-1) Measurement of virtual honesty: The two researchers presented the questionnaire to a group of arbitrators and experts in various administrative and tourism disciplines, in order to ensure its ability to measure the research variables, in addition to ensuring the validity of the dimensions and paragraphs, and their suitability for the purpose of the research.

(1-2) Measuring honesty using the stability coefficient: the researchers adopted the statistical method (Cronbach's Alpha) to know the stability, consistency and results of the questionnaire, as well as the degree to which it is far from error and to obtain the same results when reused multiple times and with different time periods and with the same degree of confidence. The results were as follows:

a. Strategic Intelligence: The overall variable in travel and tourism companies in the city of Baghdad was measured through five main dimensions (forecasting, future vision, systems thinking, motivation and motivation, partnership, alliances and strategy), in addition to (20) items that refer to strategic intelligence in application, to obtain intelligence The overall strategy has a stability coefficient of (0.784).

b. The development of the tourist guide: the overall adopted variable was measured through four main dimensions (communication skills, language skills, knowledge skills, cultural skills, social skills), in addition to (20) items directed directly to measure their availability through the behaviors performed by tourism and travel companies in the city Baghdad and is mainly related to the development of the tour guide, and they get to know it through their answer to the questionnaire, while the development of the tour guide in general obtained a stability coefficient of (0.794).

## 2/ The exploratory and confirmatory factor analysis of the research questionnaire:

### A- Exploratory factor analysis:

The researchers conducted an analysis of the adequacy of the sample size called (KMO) Kaiser-Meyer-Olkin for the purpose of knowing the internal consistency of the paragraphs and the adequacy of the sample size to conduct the confirmatory factor analysis of the questionnaire data, as the value of the adequacy of the sample size test for the variable of strategic intelligence and across (20) items represented by (KMO = 0.634), which is more than (0.50), while the value of the test was the development of the tourist guide and through (20) items represented by (KMO = 0.651), and the researchers rely on the total variance matrix after rotating the participatory values, to show the representation of strategic intelligence five factors, which obtained a variance value A cumulative relative interpreter of (62.282%), with a value of the latent root (10.688), which is more than the required value (60%), while the development of the tourist guide obtained a cumulative interpreted variance of (65.994%), in addition to the value of the latent root (11.724). All paragraphs (40) obtained a saturation value greater than the required value (0.400), which made the scale acceptable, as a result of its conformity with the criteria of exploratory factor analysis. (2) below:

**Table (2) The values of the exploratory factor analysis for the total questionnaire (40 items)**

| <i>Indicators</i>                              | <i>Develop Tourist Guid</i> | <i>Strategic Intelligence</i> | <i>Sample</i> |
|--|-----------------------------|-------------------------------|---------------|
| <b>Kaesar Meyer Olkin test</b>                 | <b>0.651</b>                | <b>0.634</b>                  | 210           |
| <b>Bartlett test</b>                           | <b>1711.455</b>             | <b>1406.164</b>               |               |
| <b>Degrees of freedom</b>                      | <b>190</b>                  | <b>190</b>                    |               |
| <b>Moral</b>                                   | <b>0.000</b>                | <b>0.000</b>                  |               |
| <b>The number of paragraphs</b>                | <b>20</b>                   | <b>20</b>                     |               |
| <b>The number of factors for each variable</b> | <b>5</b>                    | <b>5</b>                      |               |
| <b>Explained Cumulative Variance</b>           | <b>65.994%</b>              | <b>62.282%</b>                |               |
| <b>Underlying Root Factors</b>                 | <b>11.724</b>               | <b>10.688</b>                 |               |

Source: SPSS V.28 Output

### B. Confirmative factor analysis:

In order to identify the validity of the construction and the concept, and the ability of the questionnaire to correspond with the theoretical side, the researchers employed confirmatory factor analysis of the data of the variables (strategic intelligence, development of the tourist guide) through the (CFA) test, as it is the best method used to verify the structural validity of the scales, so the researchers used the (AMOS V. 25) program To ensure the results of the confirmatory factor analysis due to the fact that the sample is (210) observations from travel and tourism companies in the city of Baghdad, which enables the program to be adopted to conduct the confirmatory factor analysis of the items of the variables using the structural modeling method.

#### a. Strategic intelligence:

From looking at Figure (1) and Table (2), he found the saturations of the strategic intelligence items through (20) items with a significant level of less than (0.05) and their saturations more than (0.40) (Haire, 2019), and they were represented by the dimensions (foreseeing, future vision Thinking in terms of systems logic, motivation and

motivation, partnership, alliances and strategy) and with a calculated value of (T) greater than its tabulated value (1.971), with a probability value of (0.05) and with a degree of freedom (209). Squared (73.643), degrees of freedom (45), and the ratio of chi squared to degrees of freedom (1.637) with a significant value (0.000), and the values were (CFI = 0.947), the value of (GIF = 0.932), the value of (TLI = 0.923), and the value of (IFI = 0.949), and the value (NFI = 0.903), all of which meet the criteria and indicators of conformity quality, and the indicators (MODIFICATION INDICES) were employed to improve the quality of the model.

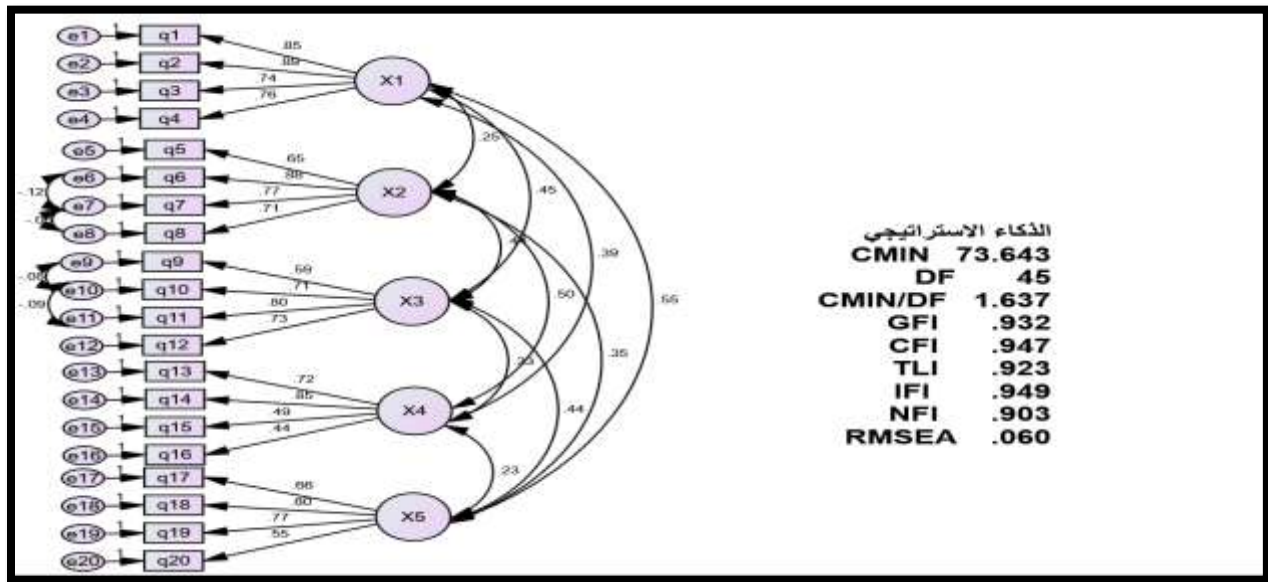
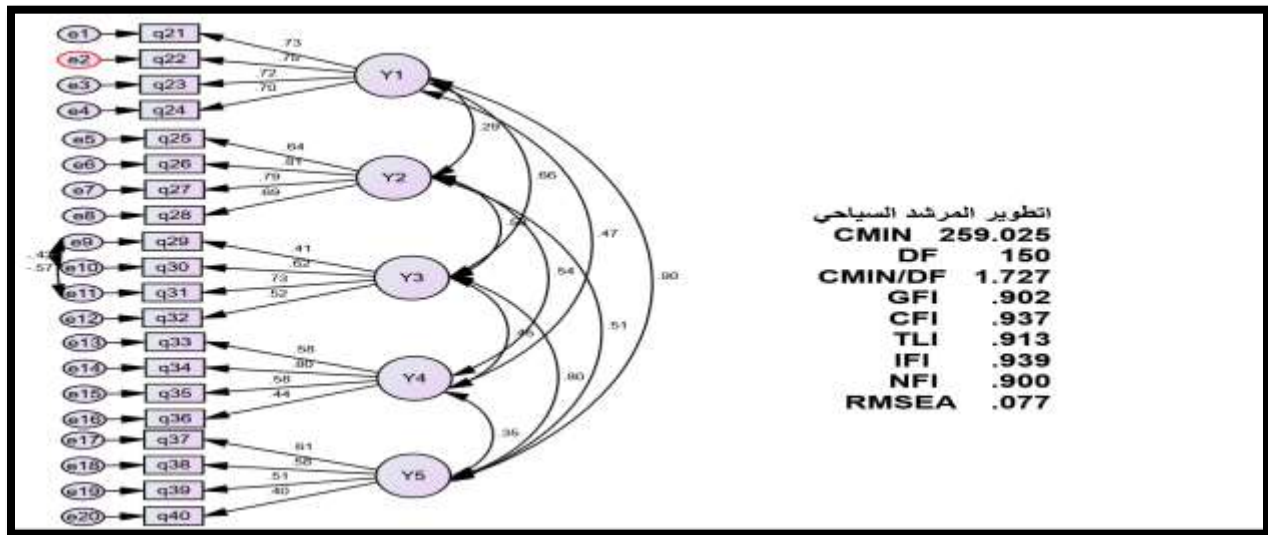


Figure (1) Confirmative factor analysis of strategic intelligence data using the structural modeling method

**B. Tour guide development:**

From looking at Figure (2), he found the saturations of the tourist guide development paragraphs through (20) paragraphs with a significant level of less than (0.05) and their saturations more than (0.40), and they were represented by dimensions (communication skills, language skills, psychological conflict, cultural skills, social skills) and with a calculated (T) value greater than its tabulated value (1.971), with a probability value of (0.05), and with a degree of freedom (209). ), and with a chi-square ratio to the degree of freedom (1.727) and a significant value (0.000), the values were (CFI = 0.937), the value of (GIF = 0.902), the value of (TLI = 0.913), the value of (IFI = 0.939), and the value of (NFI = 0.900), and the value of all of them meet the criteria and indicators of conformity quality, and the indicators (MODIFICATION INDICES) were employed to improve the quality of the model.





**Figure (2) Confirmative factor analysis by structural modeling method for the development of tour guide data**

**Second:** Testing and analyzing the influence relationships between the research variables:

The main hypothesis: There is a statistically significant effect of the dimensions of strategic intelligence combined (foresight, future vision, systems logic thinking, motivation and motivation, partnership, alliances and strategy) on the development of the tourist guide and its dimensions (communication skills, language skills, knowledge skills, cultural skills, social skills), according to the following sub-hypotheses:

1. Verification of the first sub-hypothesis: The dimensions of strategic intelligence collectively affect communication skills significantly: as it was shown from the results of Table (3) that the value of (F) calculated for the model is (79.148), which is more than its tabulated value (3.884) at the probability value (0.05). ), and with a degree of freedom (209) to indicate the significance of the model and its statistical acceptance, as the travel and tourism companies in the city of Baghdad were able to employ strategic intelligence with its dimensions combined in communication skills and an interpretation coefficient (0.433) and a corrected interpretation coefficient (0.428), which indicates the interpretation of strategic intelligence with its dimensions Combined, they accounted for (42.8%) of the changes that occur in communication skills, in addition to that the remaining percentage (57.2%) is attributed to other variables. Therefore, the first sub-hypothesis of the first main hypothesis is accepted (the dimensions of strategic intelligence collectively affect communication skills significantly), The researchers found the following:
  - a. It was clear that companies invested the future vision dimension in improving communication skills, so its impact rate was (22.4%), with a probability value of (0.000), and with a calculated (T) value of (3.451), as well as the employment of partnership and strategic alliances in improving communication skills, with an impact coefficient of (0.664). With a probability value (0.000) and a calculated (T) value (10.623), as all the calculated values were greater than the tabular value (1.971) with a degree of freedom (209).
  - B. It was not clear any employment of the dimension (anticipation, systems thinking, motivation and motivation) in improving communication skills.
  - T. It turns out that the prediction equation for communication skills in terms of strategic intelligence:
 
$$\text{Communication skills} = (0.656) + (0.224) * \text{future vision} + (0.664) * \text{partnership and strategic alliances}$$

**Table (3) The impact of strategic intelligence with its combined dimensions on communication skills (n = 210)**

| Communication Skills |       |        |                  |                |       |       | The Independent Variable            |
|----------------------|-------|--------|------------------|----------------|-------|-------|-------------------------------------|
| F                    | P     | T      | A R <sup>2</sup> | R <sup>2</sup> | β     | α     |                                     |
| 79.148               | 0.175 | 1.360  |                  |                | 0.074 | 0.656 | Foresight                           |
|                      | 0.000 | 3.451  |                  |                | 0.224 |       | Future vision                       |
|                      | 0.670 | 0.427  |                  |                | 0.029 |       | Systems thinking                    |
|                      | 0.569 | 0.570  |                  |                | 0.044 |       | Motivation                          |
|                      | 0.000 | 10.623 |                  |                | 0.664 |       | Partnership and strategic alliances |

Source: SPSS V.28 output.

**2. Verification of the second sub-hypothesis: the dimensions of strategic intelligence combined have a significant effect on language skills:**

It became clear to the researcher from the results of table (4) that the value of (F) calculated for the model is (12.256), which is more than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the morality of the model and its statistical acceptance, as the tourism companies managed Traveling in the city of Baghdad from the employment of strategic intelligence with its combined dimensions in language skills and an interpretation coefficient (0.193) and a corrected interpretation coefficient (0.177), which indicates that the interpretation of strategic intelligence with its combined dimensions accounted for (17.7%) of the changes that occur in skills, in addition to that the percentage The remaining (82.3%) is attributed to other variables that were not tested in the current model. Accordingly, the second sub-hypothesis of the first main hypothesis is accepted (the dimensions of strategic intelligence collectively affect language skills significantly), and the two researchers found the following:

a. It was clear that companies invested the foresight dimension in improving language skills, so the effect amount was (0.368) with a probability value of (0.000), with a calculated (T) value of (3.698), and an effect of the future vision dimension by (0.366) with a probability value of (0.000) and with a calculated (T) value ( 3.986), as well as employing systems logic thinking to improve language skills, with an effect coefficient of (0.347), a probability value of (0.000), and a calculated (T) value of (4.986), while the effect of partnership and strategic alliances was an amount of (0.240), with a probability value of (0.006), and a value of (0.006). (T) calculated (2.773), as all the calculated values were more than the tabular value (1.971) with a degree of freedom (209).

b. It was not clear any employment of the dimension (motivation and motivation) in improving language skills.

c. It turns out that the prediction equation for the dimension of language skills in terms of strategic intelligence:

$$\text{Language skills} = (1.560) + (0.366) * \text{future vision} + (0.347) * \text{systems thinking} + (0.368) * \text{foresight} + (0.240) * \text{partnership and strategic alliances}$$

**Table (4) The effect of strategic intelligence with its combined dimensions on language skills (n = 210)**

| language skills |       |       |                  |                |       |       | The Independent Variable            |
|-----------------|-------|-------|------------------|----------------|-------|-------|-------------------------------------|
| F               | P     | T     | A R <sup>2</sup> | R <sup>2</sup> | β     | α     |                                     |
| 12.256          | 0.000 | 3.698 | 0.177            | 0.193          | 0.368 | 1.560 | Foresight                           |
|                 | 0.000 | 3.986 |                  |                | 0.366 |       | Future vision                       |
|                 | 0.000 | 4.986 |                  |                | 0.347 |       | Systems thinking                    |
|                 | 0.144 | 1.466 |                  |                | 0.138 |       | Motivation                          |
|                 | 0.006 | 2.773 |                  |                | 0.240 |       | Partnership and strategic alliances |

Source: SPSS V.28 output.

**3. Verification of the third sub-hypothesis: The combined effect of strategic intelligence dimensions on knowledge skills has a significant impact:**

It is clear to the researchers from the results of table (5) that the value of (F) calculated for the model is (37.660), which is more than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the morality of the model and its statistical acceptance, as the travel and tourism companies were able In the city of Baghdad, the use of strategic intelligence with its dimensions combined in knowledge skills with an interpretation coefficient of (0.354) and a corrected interpretation coefficient of (0.345), which indicates that the interpretation of strategic intelligence with its combined dimensions accounted for (34.5%) of the changes that occur in knowledge skills, in addition to that the percentage The remaining (65.5%) is attributed to other variables that were not tested in the current model. Accordingly, the third sub-hypothesis of the first main hypothesis is accepted (the combined strategic intelligence dimensions affect knowledge skills significantly), and the two researchers found the following:

- a. It was clear that companies invested the future vision dimension in improving knowledge skills, so the effect amount was (0.165), with a probability value of (0.035), and with a calculated (T) value of (2.122), in addition to employing systems thinking in improving knowledge skills, with an impact coefficient of (0.457) and a value A probability of (0.000) and a calculated (T) value of (6.283), while the effect of partnership and strategic alliances was an amount of (0.340) with a probability value of (0.000) and a calculated (T) value of (4.801), as all the calculated values were more than the tabular value of (1.971) by degrees. Freedom (209).
- b. It was not clear any employment of the dimension (anticipation, motivation and motivation) in improving knowledge skills.
- c. It turns out that the prediction equation for the dimension of knowledge skills in terms of strategic intelligence:

$$\text{Knowledge skills} = (1.171) + (0.165) * \text{future vision} + (0.457) * \text{systems thinking} + (0.340) * \text{partnership and strategic alliances}$$

**Table (5) The impact of strategic intelligence with its combined dimensions on knowledge skills (n = 210)**

| Knowledge skills |       |       |                  |                |       |       | The Independent Variable            |
|------------------|-------|-------|------------------|----------------|-------|-------|-------------------------------------|
| F                | P     | T     | A R <sup>2</sup> | R <sup>2</sup> | β     | α     |                                     |
| 37.660           | 0.729 | 0.347 | 0.345            | 0.354          | 0.020 | 1.171 | Foresight                           |
|                  | 0.035 | 2.122 |                  |                | 0.165 |       | Future vision                       |
|                  | 0.000 | 6.283 |                  |                | 0.457 |       | Systems thinking                    |
|                  | 0.102 | 1.645 |                  |                | 0.137 |       | Motivation                          |
|                  | 0.000 | 4.801 |                  |                | 0.340 |       | Partnership and strategic alliances |

Source: SPSS V.28 output.

**4. Verification of the fourth sub-hypothesis: the combined effect of strategic intelligence dimensions on cultural skills has a significant effect:**

It is clear to the researchers from the results of table (6) that the value of (F) calculated for the model is (41.397), which is more than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the morality and acceptability of the model statistically, as the travel and tourism companies were able In the city of Baghdad, the use of strategic intelligence with its dimensions combined in cultural skills with an interpretation coefficient of (0.376) and a corrected interpretation coefficient of (0.367), which indicates that the interpretation of strategic intelligence with its combined dimensions accounted for (36.7%) of the changes that occur in cultural skills, in addition to that the percentage The remaining (63.3%) is attributed to other variables that were not tested in the current model. Accordingly, the fourth sub-hypothesis of the first main hypothesis is accepted (the dimensions of strategic intelligence collectively affect cultural skills significantly), and the two researchers found the following:

a. It was clear that the investment of the companies for the foresight dimension was (0.184) at the probability value (0.032) and the calculated (T) value (2.154), and for the future vision dimension in improving cultural skills, the effect amount was (0.452) with a probability value (0.000), and the calculated (T) value ( 6.557), as well as the effect of partnership and strategic alliances with an amount of (0.476), a probability value of (0.000), and a calculated (T) value of (6.962), as all the calculated values were more than the tabular value (1.971) with a degree of freedom (209).

b. It was not clear any employment of the dimension (thinking in terms of systems logic, motivation and motivation) in improving cultural skills.

c. It turns out that the prediction equation for the dimension of cultural skills in terms of strategic intelligence:

$$\text{Cultural skills} = (0.726) + (0.452) * \text{future vision} + (0.184) * \text{foresight} + (0.476) * \text{partnership and strategic alliances}$$

**Table (6) The impact of strategic intelligence with its combined dimensions on cultural skills (n = 210)**

| Cultural Skills |       |       |                  |                |       |       | The Independent Variable            |
|-----------------|-------|-------|------------------|----------------|-------|-------|-------------------------------------|
| F               | P     | T     | A R <sup>2</sup> | R <sup>2</sup> | β     | α     |                                     |
| 41.397          | 0.032 | 2.154 | 0.367            | 0.376          | 0.184 | 0.726 | Foresight                           |
|                 | 0.000 | 6.557 |                  |                | 0.452 |       | Future vision                       |
|                 | 0.297 | 1.045 |                  |                | 0.075 |       | Systems thinking                    |
|                 | 0.704 | 0.380 |                  |                | 0.031 |       | Motivation                          |
|                 | 0.000 | 6.962 |                  |                | 0.476 |       | Partnership and strategic alliances |

Source: SPSS V.28 output.

5. Verifying the fourth sub-hypothesis: the combined effect of strategic intelligence dimensions on social skills has a significant effect:

It is clear to the researchers from the results of table (7) that the value of (F) calculated for the model is (26.012), which is more than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the morality of the model and its statistical acceptance, as the travel and tourism companies were able In the city of Baghdad, from the employment of strategic intelligence with its combined dimensions in social skills, with an interpretation coefficient of (0.275) and with a corrected interpretation coefficient of (0.264), which indicates that the interpretation of strategic intelligence with its combined dimensions accounted for (26.4%) of the changes that occur in social skills, in addition to that the percentage The remaining (73.6%) is attributed to other variables that were not tested in the current model. Accordingly, the fifth sub-hypothesis of the first main hypothesis is accepted (the dimensions of strategic intelligence combined with social skills have a significant effect). The two researchers found the following:

a. It became clear that companies invested in the dimension of thinking in the logic of systems an amount of (0.196) at a probability value of (0.001) and a calculated (T) value of (3.253), and for the dimension of motivation and motivation in improving social skills. calculated (2.113), in addition to the effect of partnership and strategic alliances with an amount of (0.209), a probability value of (0.005), and a calculated (T) value of (2.840), as all the calculated values were more than the tabular value (1.971) with a degree of freedom (209).

b. It was not clear any employment of the dimension (foreseeing, future vision) in improving social skills.

c. It turns out that the prediction equation for the dimension of social skills in terms of strategic intelligence:

$$\text{Social skills} = (1.453) + (0.196) * \text{systems thinking} + (0.144) * \text{motivation} + (0.209) * \text{partnership and strategic alliances}$$

**Table (7) The impact of strategic intelligence with its combined dimensions on social skills (n = 210)**

| Social Skills |       |       |                  |                |       |       | The Independent Variable            |
|---------------|-------|-------|------------------|----------------|-------|-------|-------------------------------------|
| F             | P     | T     | A R <sup>2</sup> | R <sup>2</sup> | β     | α     |                                     |
| 26.012        | 0.306 | 1.027 | 0.264            | 0.275          | 0.064 | 1.453 | Foresight                           |
|               | 0.492 | 0.689 |                  |                | 0.053 |       | Future vision                       |
|               | 0.001 | 3.253 |                  |                | 0.196 |       | Systems thinking                    |
|               | 0.036 | 2.113 |                  |                | 0.144 |       | Motivation                          |
|               | 0.005 | 2.840 |                  |                | 0.209 |       | Partnership and strategic alliances |

Source: SPSS V.28 output.

When verifying the main hypothesis: Strategic intelligence, with its combined dimensions, has a significant impact on the development of the tour guide:

From the results of Table (8), the value of (F) calculated for the model is (108.738), which is higher than its tabulated value (3.884) at the probability value (0.05), and with a degree of freedom (209) to indicate the significance of the model and its statistical acceptance, as the travel and tourism companies in the city of Baghdad from the employment of strategic intelligence with its dimensions combined in the development of the tour guide with an interpretation coefficient of (0.512) and a corrected interpretation coefficient of (0.508), which indicates the interpretation of strategic intelligence with its combined dimensions accounted for (50.8%) of the changes that occur in the development of the tourist guide in improvement and are attributed to it, as well That the remaining percentage (49.2%) is attributed to other variables that were not tested in the current model, and therefore the main hypothesis is accepted (the dimensions of strategic intelligence collectively affect the development of the tour guide in a significant way), and the two researchers found the following:

- It was clear that companies invested the future vision dimension in improving the development of the tourist guide, so the percentage of its impact was (23.6%) with a probability value of (0.000), with a calculated (T) value of (5.739), in addition to the influence of companies and the strategic alliance, with an amount of (0.450) and with a probability value of (0.000). And the value of (T) calculated (11.398), as all the calculated values were more than the tabular value (1.971) with a degree of freedom (209).
- It was not clear that any use of the dimension (foreseeing, systems logic thinking, motivation and motivation) in improving the development of the tour guide in general.
- It turns out that the prediction equation for the development of the tour guide in terms of strategic intelligence:

$$\text{Tour guide development} = (1.170) + (0.236) * \text{future vision} + (0.450) * \text{partnership and strategic alliances}$$

**Table (8) The impact of strategic intelligence with its combined dimensions on the development of the tour guide (n = 210)**

| Tour guide development |       |        |                  |                |       |       | The Independent Variable            |
|------------------------|-------|--------|------------------|----------------|-------|-------|-------------------------------------|
| F                      | P     | T      | A R <sup>2</sup> | R <sup>2</sup> | β     | α     |                                     |
| 108.738                | 0.214 | 1.247  | 0.508            | 0.512          | 0.063 | 1.170 | Foresight                           |
|                        | 0.000 | 5.739  |                  |                | 0.236 |       | Future vision                       |
|                        | 0.245 | 1.166  |                  |                | 0.073 |       | Systems thinking                    |
|                        | 0.588 | 0.543  |                  |                | 0.039 |       | Motivation                          |
|                        | 0.000 | 11.398 |                  |                | 0.450 |       | Partnership and strategic alliances |

Source: SPSS V.28 output.

**CONCLUSIONS AND RECOMMENDATIONS****First... Conclusions:**

1. The high interest in foresight on the part of the tourism companies, the research sample, in light of their adoption of developing alternative policies for any emergency situation that affects the work at any time you expect, in addition to their keenness to collect reports on competitors regarding strengths and weaknesses in order to discuss them by a team of experts and express an opinion and invest them well in favor of it.
2. The tourism companies, the research sample, tended to possess a future vision that improves their strategic intelligence, which results from their possession of the ability to persuade workers to believe in the strategy used in performance, transform the vision into reality, and deal with unknown cases that they face during work.
3. The research sample tourism companies resorted to adopting systems logic thinking in a way that improves the level of strategic intelligence by starting to integrate parts of the problem, analyzing it and understanding the methods of dealing with it, so that it can think in systems logic and see the surrounding events more clearly, but it did not meet the ambition.
4. The tourism companies, the research sample, adopted motivation and motivation as a basis through which strategic intelligence improved, resulting from their ability to push their employees to achieve a common goal through which to improve performance and implement their vision, as well as motivating them to participate in the decision-making process and take responsibility.
5. The research sample tourism companies showed their reliance on partnership and strategic alliances to improve strategic intelligence by adopting the principle of partnership as a method that enables them to implement their strategy, achieve their goals and manage the various crises they face.
6. The travel and tourism companies, the research sample, showed interest in communication skills as a result of their focus on establishing close social and cultural relations with tourists, as well as their keenness on the tourist guide possessing communication skills to deliver information accurately and bring points of view and ideas closer between him and the tourists.
7. Travel and tourism companies have adopted language skills to develop the tour guide by providing him with a high degree of intelligence to attract the attention of tourists throughout the tour period by raising various incidents, in addition to their keenness to use words fluently and clearly and to avoid compound and complex words with simplicity.
8. The travel and tourism companies focused on the research sample on knowledge skills as a result of pushing their tour guides to study the natural and human aspects and encouraging tourists to follow environmentally friendly habits during the tourist trip, especially since they are characterized by accumulated experience in work, the necessary cognitive skill, and the aspect of continuous exposure to different cultures.
9. Travel and tourism companies have shown moderate interest in cultural skills resulting from their tour guides' familiarity with the customs, traditions and culture of the host country or region, in addition to their creativity in their work in order to deal with different cultures and invent new ways of providing information to tourists in a way that did not meet ambition. .
10. The tourism and travel companies operating in the city of Baghdad have shown their focus on social skills to enhance and develop the tour guide by providing him with the ability to communicate with different ages and social levels of tourists, as well as the ability to deal with travelers of different ages, natures, cultures, colors and sects.
11. Travel and tourism companies have employed strategic intelligence to develop their tour guides through their future vision, establishing strategic partnership and alliances, and directing (future vision, strategic partnership and alliances) to improve communication skills, while focusing on (foreseeing, future vision, systems thinking, strategic partnership and alliances) When it improves the level of language skills, but when it is interested in knowledge skills, it relies on (future vision, systems logic thinking, partnership and strategic alliances), while it

focused on (foreseeing, future vision, partnership and strategic alliances) when improving cultural skills, and finally the companies directed the research sample ( Systems thinking, motivation, partnership and strategic alliances) to improve the skills of its tour guides.

**Second... Recommendations:**

1. Directing additional efforts towards improving the capabilities of the tourism companies, the research sample, towards foresight, by developing alternative strategies for any emergency situation that affects their work at later times, and drawing a comprehensive and consistent picture of their future in a comprehensive manner, as well as adopting the following mechanisms:

- a. Take care to collect resources that increase strengths and make them more superior to their closest competitors.
- b. Collecting competitor reports regarding strengths and weaknesses for discussion by a team of experts, expressing opinions and exploiting them for the benefit of the company.

2. Additional interest in formulating a future vision by having the ability to persuade employees to adopt a strategy to improve performance and transform the vision into reality, and to work on the participation of its employees in formulating its future strategic direction, leading to the adoption of the following mechanisms:

- a. Diversifying the pillars of a comprehensive vision through which the work paths of the tourism company are determined.
- b. Dealing with unknown cases facing the company's work.

3. Improving systems thinking at various organizational levels by having the ability to integrate parts of the problem, analyze it, and understand methods of dealing with it, and adopting an accurate methodology for classifying information in a manner that facilitates its absorption, application, and benefit from it, as well as adopting the following mechanisms:

- a. Thinking in systems logic by seeing the events that surround the company more clearly.
- b. Balancing the process of updating information between the speed of its submission and the value it achieves.

4. Directing the interest of tourism companies, the additional research sample, to adopt motivation and motivation in improving strategic intelligence by pushing their employees to achieve a common goal that improves their performance and implements their future vision, encouraging them to interact with each other and forming a joint work team, through the adoption of the following mechanisms:

- a. Motivate employees to participate in the decision-making process and take responsibility.
- b. Granting distinguished employees additional financial incentives as a result of their excellence in performing the work entrusted to them.

5. The need to give the company and strategic alliances more attention as it is the main focus in improving strategic intelligence through its adoption of the principle of partnership as a method that contributes to the implementation of its strategy and achieves its objectives and management of the crisis, and the use of the principle of rapprochement between the company's departments in order to sequence work procedures, as well as adopting the following mechanisms:

- a. Using modern methods and techniques to compete with giant companies and benefit from their reputation in building a position for them in the Iraqi tourism market.
- b. Ensuring the establishment of alliances with other local, Arab and international tourism companies.

6. The research sample tourism companies should give communication skills more attention, by establishing close social and cultural relations with tourists, and possessing the communication skill to accurately deliver tourist information to customers, and adopting the following mechanisms:

a. Ensuring that the tour guide possesses communication skills to deliver information accurately and bring points of view and ideas closer between him and the tourists.

b. Emphasis on achieving contact with experienced individuals and institutions to gain the necessary expertise to develop the work of the tour guide.

7. Directing tourism companies to develop the linguistic skills of their tourist guides by possessing a high degree of intelligence to attract the attention of tourists throughout the tour period by raising various incidents, understanding words and phrases, and accuracy in performance to be able to understand others, as well as adopting the following:

a. Adopting the theory of communication and its pillars represented by the sender, the means of communication and the receiver in order for the information to arrive in an accurate, sound and clear manner.

b. Adopting profanity fluently and clearly, and avoiding compound and complex profanity with simplicity.

8. Orientation towards improving cognitive skills by studying the natural and human aspects and encouraging tourists to follow environmentally friendly habits during the trip, as well as identifying the customs and traditions of peoples and the needs and desires of tourists and meeting them correctly, taking into consideration the following mechanisms:

a. Investing in the accumulated experience at work, the necessary cognitive skill, and the constant exposure to different cultures.

b. Having full knowledge of modern technology and how to use it within the management of tourist groups during the trip.

9. Employ more additional efforts to improve the cultural skills of the guides of the tourism companies surveyed through the familiarity of the tour guide and the customs, traditions and culture of the host country or region by knowing and observing them, and taking into account the characteristic of inspiration by visiting most countries of the world and identifying their features in order to know the way of thinking of tourists and adapt with them, with Taking into consideration the following mechanisms:

a. Showing a spirit of creativity in a currency in order to deal with different cultures and invent new ways of providing information to tourists.

b. Knowing all the cultural, civilizational, and historical aspects of the host country, in order to provide travelers with full information about them.

10. The need to pay attention to the social skills of tourist guides by improving their ability to communicate with the different ages and social levels of tourists, and raising awareness of the importance of maintaining social relations and the social fabric of travelers and the host region, as well as taking into consideration the following mechanisms:

a. The tour guide has the ability to deal with travelers of all ages, natures, cultures, colors and spectra.

b. The tour guide has the necessary capabilities to identify the needs and desires of travelers and their social directives in order to meet them.

11. The need for travel and tourism companies to employ strategic intelligence to develop their tour guides through their future vision and establish partnership and strategic alliances, and direct (future vision, strategic partnership and alliances) to improve communication skills, and focus on (forecasting, future vision, systems thinking, partnership and strategic alliances) When improving the level of language skills, and paying attention to knowledge skills, it is adopts (future vision, systems thinking, strategic partnership and alliances), and adopts (forecasting, future vision, partnership and strategic alliances) when improving cultural skills, and directs (systems thinking, motivation and motivation, strategic partnership and alliances) to improve the skills of its tour guides.



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